



Third Program Year Action Plan

The CPMP Third Annual Action Plan includes the [SF 424](#) and Narrative Responses to Action Plan questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

Narrative Responses

GENERAL

Executive Summary

The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.

Program Year 3 Action Plan Executive Summary:

This Year Action Plan Implements the third year of activities that will address goals established by the City of Glendale ("City") 2010-2014 Consolidated Plan.

The City receives Community Development Block Grant (CDBG) and Emergency Solutions Grants (ESG) program funds as a direct entitlement from the U.S. Department of Housing and Urban Development (HUD). In addition, Glendale receives HOME Investment Partnerships (HOME) funds distributed through the Maricopa County HOME Consortium (Consortium).

CDBG and HOME programs are primarily designed to assist low- and moderate-income individuals by providing affordable housing, revitalizing neighborhoods, and creating employment opportunities through economic development. The ESG program is designed to assist with the prevention of homelessness and assist homeless individuals and families to move toward self-reliance.

As an entitlement, Glendale will receive its CDBG and ESG funding directly from HUD. The CDBG entitlement for fiscal year (FY) 2012-13 is \$2,083,478 with an additional \$140,000 in reprogrammed funds.

On December 5, 2011 the interim regulation for the Emergency Solutions Grants (ESG) program was published. On January 4, 2012, it went into effect, for further guidance refer to Exhibit VIII, Glendale's Substantial Amendment to the FY 2011 Annual Action Plan. The ESG entitlement for FY 2012-13 is \$174,160.

Members of the Maricopa HOME Consortium include Avondale, Chandler, Glendale, Maricopa County, Peoria, Surprise, Scottsdale, Tempe, and the Town of Gilbert. Glendale's FY 2012-13 HOME allocation through the Consortium is \$486,556.

In order for local jurisdictions to qualify for CDBG, ESG, and HOME funding, compliance with an array of statutory and regulatory requirements must be met.

One such requirement involves the development of a Five-Year Consolidated Plan (Con-Plan) that identifies both, housing and community development needs, priorities, goals, and strategies. The Con-Plan must also stipulate how funding will be allocated to address the stated housing and community development needs.

Five Year Consolidated Plan Summary

Glendale's Five-Year Con-Plan for fiscal years 2010 through 2014 identifies City-specific housing and community development needs. The tables provided on pages 3-5 in this executive summary, contain an outline of Glendale's Five-Year Strategic Housing and Community Development Plan goals and objectives.

Glendale's Con-Plan was prepared in accordance with Sections 91.100 through 91.230 of HUD's Consolidated Plan regulations; and it was designed to complement the City's General Plan, the City Center Master Plan, and the Maricopa HOME Consortium's Consolidated Plan. Further, Glendale's Con-Plan was developed with an extensive consultation process that involved stakeholders, such as, Glendale residents, City and community leaders, housing and service providers, and City departments.

In addition to the Consolidated Plan, HUD requires that cities and states receiving CDBG funding take actions to affirmatively further fair housing choices. Cities and states report on such activities by completing an Analysis of Impediments to Fair Housing Choice (AI) every three to five years. In general, the AI is a review of impediments to fair housing choice in the public and private sector. The CITY completed an AI in 2010.

Purpose of the Program Year 3 Annual Action Plan

The purpose of the Program Year 3 Annual Action Plan (AAP) is to review and update those assessments presented in Glendale's Five-Year Con-Plan; to list the resources that will be available in the coming fiscal year; and to identify specific actions that will be taken to meet the identified housing and community development needs. The individual activity summaries located in Exhibit VI, Consolidated Plan Listing of Projects, Table 3c, Activities 1-34, illustrate the specific housing and community development goals and objectives to be addressed by each proposed activity to be funded with CDBG and ESG. In addition, a complete summary of this information is available on the tables located in Exhibit V, Fiscal Year 2012-13 Annual Action Plan Summary, and OBJECTIVES AND OUTCOMES.

The term of this Action Annual Plan is from July 1, 2012 through June 30, 2013.

An integral part of the development of the Five-Year Con-Plan and the AAP is public citizen participation. This public participation planning process provides citizens with numerous opportunities to participate throughout various phases of the development of these two planning documents. Public hearings and public meetings were conducted before the Community Development Advisory Committee (CDAC), to gather input from citizens, community agencies, and from City departments. The CDAC, a citizen committee appointed by the Mayor and City Council to oversee the annual grant application process, provides valuable citizen participation in the CDBG, ESG and HOME funding process. The CDAC conducts public hearings and meetings, reviews funding requests, and makes recommendations to the Council on resource

allocation. The dedicated efforts of the CDAC ensure that community needs are identified, carefully considered, and are properly addressed.

Evaluation of Past Performance

Programs are considered and approved based on extensive public participation, input from Glendale's non-profit partners, council goals, and supporting data that identifies urgent community needs. The City has transitioned to the outcome-based federal model, which HUD is currently implementing. In the past, Glendale evaluated performance of federally funded projects on an output-based system. The City also has its own internal strategic objectives that are outcome-based, and are used extensively throughout the organization. These are tied into the Neighborhood and Human Services' specific department goals and objectives. Community Revitalization is a division of the Neighborhood and Human Services Department. In the City's Annual Community Assessment, HUD acknowledged Glendale's performance as it related to the Consolidated Plan, the Annual Action Plan and other related information. Glendale has also met all of its statutory requirements such as the 1.5 expenditure ratio and the commitment dates as set by the HOME Program. The City is committed to monitoring outcomes compared to intended objectives, and evaluating their effectiveness in addressing community needs and reprogramming funding, if needed.

The following tables illustrate the Five-Year Consolidated Plan outlining the Strategic Housing, Community Development Plan, Goals and Objectives.

FIVE-YEAR CONSOLIDATED PLAN STRATEGIC HOUSING PLAN GOALS AND OBJECTIVES FISCAL YEARS 2010/11 - 2014/15

FIVE-YEAR HOUSING PLAN GOALS AND OBJECTIVES

STRATEGY 1: PROVIDE HOMELESS SUPPORT SERVICES ACROSS THE ENTIRE SPECTRUM OF NEED, FROM HOMELESSNESS TO SELF-SUFFICIENCY, WITH THE CONTINUED EMPHASIS ON HOMELESS PREVENTION

Goal 1: Continue to support existing emergency shelters that meet established performance measures.

Goal 2: Continue to provide shelter and supportive services to persons who are homeless, including victims of domestic violence.

Goal 3: Assist persons who are homeless in the transition to permanent housing.

Goal 4: Provide emergency assistance and counseling to households at-risk of homelessness.

Goal 5: Support the Maricopa Continuum of Care and countywide non-profits that provide services to persons who are homeless, including chronically homeless.

STRATEGY 2: INCREASE THE VARIETY AND AMOUNT OF HOUSING STOCK THAT ACCOMMODATES SENIORS AND PERSONS WITH DISABILITIES

Goal 1: Provide accessibility improvements to allow seniors and persons with disabilities to live independently in their own homes.

Goal 2: Continue efforts to develop diverse housing products for seniors and persons with disabilities.

Goal 3: Encourage the increased use of universal design and visibility standards in new construction.

STRATEGY 3: INCREASE THE AVAILABILITY OF AFFORDABLE, QUALITY HOUSING STOCK

Goal 1: Continue to utilize private and non-profit partners to provide financial services that leverage federal resources (i.e., a revolving loan fund program).

Goal 2: Improve and preserve existing housing stock through rehabilitation and emergency repairs and home improvement programs.

Goal 3: Support the public housing authority's capital improvement needs, resident initiatives and supportive services.

Goal 4: Continue strong code enforcement and monitoring of substandard, multifamily properties.

Goal 5: Reduce the number of single-family homes with lead-based paint risk through the City's housing rehabilitation program.

Goal 6: Facilitate the demolition and/or clearance of substandard structures that will allow for future development benefiting low- to moderate-income households and to assist in the removal of slum and blight.

Goal 7: Consider funding applications for aging multifamily properties in need of rehabilitation. The properties assisted would be required to enact and maintain a crime-free, drug-free policy or similar program.

STRATEGY 4: INCREASE HOMEOWNERSHIP

Goal 1: Support the City's public housing efforts to move participants into homeownership.

Goal 2: Provide or identify sources for down payment assistance and related costs to qualified first-time homebuyers, to increase homeownership.

Goal 3: Support land acquisition, infrastructure development, property acquisition, and rehabilitation programs related to development of affordable single-family housing.

FIVE-YEAR COMMUNITY DEVELOPMENT PLAN GOALS AND OBJECTIVES

STRATEGY 1: IMPROVE AND MAINTAIN THE CITY'S NEIGHBORHOODS

Goal 1: Rehabilitate single-family properties owned by special needs and low-and-moderate-income households.

Goal 2: Improve qualifying neighborhoods through infrastructure improvements such as streetscaping, traffic calming, streetlights, and landscaping and similar activities.

Goal 3: Facilitate the development of infill housing and encourage mixed-income opportunities.

Goal 4: Facilitate the demolition and/or clearance of substandard structures will allow for future development benefiting low- to moderate-income households.

Goal 5: Facilitate commercial revitalization an adaptive reuse of commercial properties, with a potential for a mixed-income housing component.

STRATEGY 2: PROVIDE HOUSING ASSISTANCE AND SUPPORTIVE SERVICES TO THE CITY'S SPECIAL NEEDS POPULATIONS

Goal 1: Provide supportive services to at-risk youth and youth who have been abused and neglected, as well as health care and juvenile offender programs.

Goal 2: Provide home and community based services to seniors and persons with disabilities (i.e., respite programs for caregivers, food assistance, and accessibility programs).

Goal 3: Assist with operational and capital expenses of non-profit organizations serving persons with special needs.

Goal 4: Support referral and informational services that provide information to persons with special needs and low- to moderate-income households.

STRATEGY 3: INCREASE EMPLOYMENT OPPORTUNITIES / BUSINESS DEVELOPMENT FOR THE CITY'S ELIGIBLE RESIDENTS

Goal 1: Partner with existing non-profits for capacity building, technical assistance (i.e., public-non-profit partnership models) and assisting with facility planning.

Goal 2: Support workforce development by partnering with non-profit providers of affordable, quality childcare/adult day care.

Goal 3: Partner with economic development non-profits to promote job skills development training for unemployed and underemployed qualifying resident; and explore micro enterprise assistance.

Goal 4: Partner with existing agencies to create employment opportunities for low- and moderate-income individuals by facilitating commercial revitalization and adaptive reuse of commercial properties.

The following Charts illustrate the Community Planning and Development Outcomes Performance Measurement for the activities funded with CDBG, ESG, HOME and General Funds.

| CDBG FY 2012-13 FUNDING ALLOCATIONS FOR PUBLIC SERVICE ACTIVITIES | | | | | |
|---|--------------------------------|--------------------------------|-----------------------------|-------------|-----------------|
| | | | | | \$312,522 |
| AGENCY / ACTIVITY NAME | OBJECTIVES AND OUTCOMES | | ANNUAL ACTION PLAN GOALS | | CDBG FUNDING |
| Homeless | | | | | \$81,501 |
| Central Arizona Shelter Services (CASS) – Men’s Outreach Shelter | Suitable Living Environment | Availability- Accessibility | 570 | Individuals | 20,719 |
| Society of St. Vincent de Paul, OLPH – Keeping Families Together Program | Suitable Living Environment | Availability- Accessibility | 75 | Households | 50,422 |
| Circle of the City – Respite Care Center | Suitable Living Environment | Availability- Accessibility | 150 | Individuals | 10,360 |
| Domestic Violence | | | | | \$41,444 |
| A New Leaf – Faith House Emergency Shelter | Suitable Living Environment | Availability- Accessibility | 10 | Individuals | 20,719 |
| Chrysalis – Victim Services | Suitable Living Environment | Availability- Accessibility | 50 | Individuals | 10,360 |
| Community Information and Referral – CONTACTS | Suitable Living Environment | Availability- Accessibility | 2,806 | Individuals | 10,365 |
| Seniors | | | | | \$91,165 |
| Duet, Partners in Aging – Independence to Seniors | Suitable Living Environment | Availability- Accessibility | 102 | Individuals | 13,468 |
| St. Mary’s Food Bank Alliance – Home Food Delivery | Suitable Living Environment | Availability- Accessibility | 325 | Individuals | 31,079 |
| YWCA of Maricopa County – Congregate Meals | Suitable Living Environment | Availability- Accessibility | 630 | Individuals | 46,618 |

| | | | | | |
|---|-----------------------------|----------------------------|--------|-------------|-----------------|
| Youth | | | | | \$31,075 |
| Back to School Clothing Drive – New Clothes, New Beginnings Annual Distribution | Suitable Living Environment | Availability-Accessibility | 260 | Individuals | 10,356 |
| Boys & Girls Clubs of Metropolitan Phoenix – Swift After-School Program | Suitable Living Environment | Availability-Accessibility | 375 | Individuals | 20,719 |
| General Assistance | | | | | \$67,337 |
| Community Information and Referral – 211 Arizona Social Services Information Line | Suitable Living Environment | Availability-Accessibility | 20,412 | Individuals | 15,539 |
| Community Legal Services – Removing Barriers to Access Justice | Suitable Living Environment | Availability-Accessibility | 512 | Individuals | 15,539 |
| St. Mary’s Food Bank Alliance – Emergency Food Program | Suitable Living Environment | Availability-Accessibility | 30,000 | Individuals | 36,259 |

| CDBG FY 2012-13 FUNDING ALLOCATIONS FOR REHABILITATION-RELATED ACTIVITIES | | | | | |
|---|-------------------------------|---|-------------------------------------|---------------|-------------------------|
| | | | | | \$908,044 |
| AGENCY / ACTIVITY NAME | OBJECTIVE AND OUTCOMES | | ANNUAL ACTION PLAN GOALS | | CDBG FUNDING |
| CITY – Community Revitalization Division (Residential Rehabilitation Program and delivery cost, Roof, Repair/Replacement Program, Exterior Rehabilitation Program, Lead-Based Paint Hazard Program, Temporary Relocation Program) | Decent Housing | Availability-Accessibility / Sustainability | 55 | Housing Units | 500,003 |
| CITY – Glendale’s Emergency Home Repair Program | Decent Housing | Availability-Accessibility | 113 | Housing Units | 140,000 |
| Arizona Bridge to Independent Living (ABIL) | Decent Housing | Availability-Accessibility | 10 | Housing Units | 44,340 |
| CITY-Community Housing Division – Roof Replacement for Cholla Vista Public Housing | Decent Housing | Availability-Accessibility | 155 | Housing Units | 182,000 |
| Voluntary Demolition Low/Mod Slum/Blight, Voluntary Spot Slum/Blight | Creating Economic Opportunity | Sustainability | 6 | Units | 41,701 |

*Includes 140,000 of Reprogrammed Funds

| CDBG FY 2012-13 FUNDING ALLOCATIONS FOR PUBLIC FACILITY AND INFRASTRUCTURE IMPROVEMENT ACTIVITIES | | | | | |
|--|--------------------------------|--------------------------------|-----------------------------|--------------------|-----------------|
| | | | | | \$586,216 |
| AGENCY / ACTIVITY NAME | OBJECTIVES AND OUTCOMES | | ANNUAL ACTION PLAN GOALS | | CDBG FUNDING |
| Central Arizona Shelter Services- Emergency Shelter Improvements | Decent Housing | Availability- Accessibility | 1 | Public Facility | 24,874 |
| CITY-Code Compliance Department – Elimination of Code Violations | Suitable Living Environment | Availability- Accessibility | 2750 | Housing Units | 75,000 |
| CITY-Econ. Development Department - VIP | Suitable Living Environment | Sustainability | 5 | Business Owners | 150,000 |
| CITY- Field Operations- Street Reconstructing Paving | Suitable Living Environment | Sustainability | LMI Area | | 200,000 |
| CITY- Neighborhood Partnerships- Historic East Catlin Court Improvement | Suitable Living Environment | Sustainability | LMI Area | | 136,342 |
| CDBG FY 2012-13 FUNDING ALLOCATIONS FOR ADMINISTRATION ACTIVITIES | | | | | |
| | | | | | |
| CITY –Community Revitalization Division | | Grant Administration | | | 401,696 |
| CITY –Community Revitalization Division | | Fair Housing Counseling | | | 15,000 |
| TOTAL CDBG Administration Activities | | | | | \$416,696 |
| GRAND TOTAL FOR ALL CDBG–FUNDED ACTIVITIES | | | | | \$2,223,478 |
| *Includes 140,000 of Reprogrammed Funds | | | | | |

| ESG FY 2012-13 FUNDING ALLOCATIONS FOR HOMELESS ASSISTANCE ACTIVITIES | | | | | |
|--|--------------------------------|----------------------------|-------------------------------------|-------------|------------------------|
| Homeless Activities | | | | | \$104,496 |
| AGENCY / ACTIVITY NAME | OBJECTIVES AND OUTCOMES | | ANNUAL ACTION PLAN GOALS | | ESG FUNDING |
| A New Leaf- Faith House Emergency Shelter Operations | Suitable Living Environment | Availability-Accessibility | 22 | Individuals | 32,642 |
| Central Arizona Shelter Services (CASS)- Adults Emergency Shelter Services | Suitable Living Environment | Availability-Accessibility | 730 | Individuals | 32,642 |
| Homeward Bound- T-Bird Family Shelter Operations | Suitable Living Environment | Availability-Accessibility | 32 | Individuals | 20,316 |
| UMOM New Day Centers, Inc.- Emergency Shelter for Families | Suitable Living Environment | Availability-Accessibility | 80 | Individuals | 18,896 |

| Homeless Prevention Activities | | | | | |
|---|----------------|------------------------------|----|-------------|-----------|
| | | | | | \$56,602 |
| CITY CAP – Homeless Prevention | Decent Housing | Affordability-Sustainability | 23 | Individuals | 26,178 |
| CITY CAP – Rapid Re-Housing | Decent Housing | Affordability-Sustainability | 11 | Individuals | 26,178 |
| CITY –HMIS | HMIS Fees | | | | 4,246 |
| CDBG FY 2012-13 FUNDING ALLOCATIONS FOR ADMINISTRATION ACTIVITIES | | | | | |
| CITY –Community Revitalization Division | | Grant Administration | | | 13,062 |
| TOTAL ESG Administration Activities | | | | | \$13,062 |
| GRAND TOTAL FOR ALL ESG–FUNDED ACTIVITIES | | | | | \$174,160 |

| HOME FY 2012-13 FUNDING ALLOCATIONS FOR HOUSING RELATED ACTIVITIES | | | | | |
|--|-------------------------|--------------------------------|-----------------------------|------------------|-----------------|
| | | | | | \$456,146 |
| AGENCY / ACTIVITY NAME | OBJECTIVES AND OUTCOMES | | ANNUAL ACTION PLAN GOALS | | HOME FUNDING |
| Habitat for Humanity – Infill Acquisition & Renovation | Decent Housing | Availability- Accessibility | 3 | Housing Units | 229,390 |
| Newtown Community Development Corporation – Affordable Housing | Decent Housing | Availability- Accessibility | 5 | Households | 101,756 |
| CITY – Community Revitalization – Residential Rehab Activities & Replacement Housing Programs | Decent Housing | Availability- Accessibility | 10 | Households | 125,000 |
| CDBG FY 2012-13 FUNDING ALLOCATIONS FOR ADMINISTRATION ACTIVITIES | | | | | |
| CITY –Community Revitalization Division | | Grant Administration | | | 30,410 |
| TOTAL HOME Administration Activities | | | | | \$30,410 |
| GRAND TOTAL FOR ALL HOME–FUNDED ACTIVITIES | | | | | \$486,556 |

| GENERAL FUND FY 2012-13 FUNDING ALLOCATIONS FOR HOUSING & PUBLIC SERVICE RELATED ACTIVITIES | | | | | |
|--|--------------------------------|------------------------------|---------------------------------|-------------|-------------------|
| | | | | | \$100,138 |
| AGENCY / ACTIVITY NAME | OBJECTIVES AND OUTCOMES | | ANNUAL ACTION PLAN GOALS | | GF FUNDING |
| Central Arizona Shelter Services, Inc. (CASS) / Single Adult Emergency Shelter Operations | Suitable Living Environment | Availability / Accessibility | 575 | Individuals | 51,638 |
| YWCA - Meal On Wheels Program | Suitable Living Environment | Availability / Accessibility | 168 | Individuals | 48,500 |

General Questions

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed during the next year. Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a) (1) during the next year and the rationale for assigning the priorities.
3. Describe actions that will take place during the next year to address obstacles to meeting underserved needs.
4. Identify the federal, state, and local resources expected to be made available to address the needs identified in the plan. Federal resources should include Section 8 funds made available to the jurisdiction, Low-Income Housing Tax Credits, and competitive McKinney-Vento Homeless Assistance Act funds expected to be available to address priority needs and specific objectives identified in the strategic plan.

Third Program Year Action Plan General Questions response:

Geographic allocation - The City's public services component of CDBG is allocated City-wide. Public service grants are provided for assistance to special needs populations, including persons who are homeless and at-risk of homelessness, victims of domestic violence (including children), low-income seniors, low-income adults and families, low-and-moderate income youth and their families, at-risk youth, persons with disabilities and persons with substance abuse problems. Public service dollars are also allocated to provide legal services to households facing legal problems that are associated with civil rights and fair housing issues.

Area benefit physical improvement activities funded with CDBG will be located in the City's low- to moderate-income census tracts (i.e., where 51 percent or more of households earn less than 80% of the HUD-defined area median income), which are primarily in the City's Downtown Redevelopment Target Area (DRTA), as adopted by the City Council. Maps illustrating Glendale's low-to-moderate income census tracts and block groups appear in Exhibit VII, Geographic Area Maps.

Physical improvement activities that occur outside of the designated DRTA will benefit limited clientele (special needs) populations. A list identifying the specific locations and map illustrating the benefit areas of the FY 2012-13 physical improvement activities can be found in Exhibit VII, Geographic Area Maps.

Prioritization of funds - The City's City Council approved the following funding priorities for FY 2012-13:

Assistance to persons with special needs: 1. Persons that are homeless and at risk of homelessness, victims of domestic violence, youth, abused and neglected children, persons with disabilities, frail elderly, and persons with substance abuse problems. 2. Low-and-moderate income households who are first-time homebuyers. 3. Low-and-moderate households who are in need of home repairs.

Obstacles to meeting needs -The greatest obstacle to helping unmet needs in the City are lack of funding. To mitigate this obstacle, the city contributes a substantial amount of General Fund monies each year to housing and community development activities. In FY 2012-13, the City will use in excess of \$2.6 million of General Fund monies to support neighborhood revitalization, public service and economic development activities. See Exhibit IV, "SUMMARY OF RESOURCES FOR FY 2012-13", and item D.

Resources – Federal, state, and local resources expected to be made available to address the needs identified in the plan are listed in Exhibit IV, Resources.

Managing the Process

1. Identify the lead agency, entity, and agencies responsible for administering programs covered by the consolidated plan.
2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.
3. Describe actions that will take place during the next year to enhance coordination between public and private housing, health, and social service agencies.

Third Program Year Action Plan Managing the Process response:

Lead agency – For CDBG funds, the City Community Revitalization Division is the lead agency with contractual responsibility resting with the City Council and responsible for overseeing development of the Consolidated Plan.

For the Maricopa HOME Consortium, the lead agency is Maricopa County Community Development. The City receives HOME funds through an IGA with the County and other suburban cities and towns.

Gilbert Lopez is the Revitalization Administrator and staff liaison for CDBG and HOME. He can be reached at (623) 930-3670 or glopez@glendaleaz.com

Community participation and organizational consultation - The City's FY 2012-13 Program Year 3 Annual Action Plan (AAP) was prepared with a strong emphasis on community participation from non-profit organizations in the City and residents. The City held public hearings and public meetings during the development of the AAP process for city residents, community groups, and representatives of non-profit agencies. Invitations were sent to representatives of non-profit agencies and other stakeholders notifying them of the city's FY 2012-13 grant application process and announcements were also published in The Glendale Star and posted on the City's website.

In addition, the city consulted with its Housing Authority during the development of the AAP.

Enhancing coordination - During the FY 2012-13, the CITY will continue to foster partnerships and collaboration among and between non-profit and private organizations. The City consulted with Maricopa Association of Governments (MAG)

part of the Continuum of Care (CoC) to discuss and prioritize the needs for homelessness, the allocation of ESG funding and performance standards.

In addition to General Fund contributions, Glendale will continue to provide programs such as the City's Community Volunteer Program, through which residents can donate time and resources. Volunteers help persons with housing needs; participate in Community Action Teams (CAT) for crime prevention; and the Community Mediation Program. Partners in Progress allow residents to take a proactive approach to live in a clean, healthy and safe neighborhood by helping Code Enforcement to identify problem properties and need for disposal of unwanted items.

Citizen Participation

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

Third Program Year Action Plan Citizen Participation response:

Summary of citizen participation process and efforts to broaden participation - The development of the Program Year 3 Annual Action Plan was a focused collaborative process whereby the Community Revitalization Division sought broad public input to develop a plan reflective of the needs of the entire community. The city held three public hearings and four public meetings during the development process of the Annual Action Plan for city residents and community groups, and non-profit agencies. More than 180 invitations were sent to representatives of non-profit agencies and other stakeholders, notifying them of the grant application process. Announcements were also published in The Glendale Star and posted on the City's website. The public notifications contained instructions and a phone number for how Spanish speakers could obtain information about the Annual Action Plan development process.

Finally, notices about the grant application process and the public hearings were distributed to the Mayor and City Council Members; the City's Commission on Neighborhoods, and the City's Community Development Advisory Committee (CDAC).

To encourage involvement all meetings of Council, City boards and committees are publicly noticed and noticed as open to reasonable accommodation for the city's minorities, non-English speakers, low-income persons and persons with special needs (including persons with disabilities), the city made a strong effort to involve organizations that assist these populations in the AAP process. The city has made

the Draft FY 2012-13 AAP available to its Housing Authority, three public libraries and the Community Revitalization Division office and on its website.

A summary of the public participation actions that took place to encourage citizen participation for development of the AAP, and copies of all public notifications appear in Exhibit III, Citizen Participation Supplements.

Public comment opportunities and comments received - The City's public comment period for the Program Year 3 Annual Action Plan occurred in two parts. During the grant application process, citizens could utilize a variety of methods to provide input, make comments or ask questions. They could do this using the phone, make a personal visit to the office, or use the City's email address to contact the Community Revitalization Division in regards to housing and community development needs in the city. Written comments could also be mailed to the City. The 30-day comment period took place March 23, 2012 through April 23, 2012. During this period, the city made the Draft FY 2012-13 Program Year 3 AAP available for review at the Housing Authority, three public libraries, the Community Revitalization office and on its website. On April 24, 2012, the City held a public hearing to collect public and organizational input about the Draft Program Year 3 AAP; and take formal action for the submission of the AAP to HUD.

Individuals who could not attend the hearing were invited to provide written comments regarding the AAP and related needs to the city. Throughout the public comment process, the city's e-mail address (Con-Plan@GlendaleAZ.com) was available to specifically receive comments. The e-mail address remained active throughout this process.

Comments received during the 30 day public comment period

No comments were received regarding the FY 2012-13 Program Year 3 AAP.

Institutional Structure

1. Describe actions that will take place during the next year to develop institutional structure.

Third Program Year Action Plan Institutional Structure response:

The City will continue its successful efforts to build capacity and develop institutional structure. These include fostering and maintaining the city's existing partnerships and networks (described below) and supporting the City's Public Housing Authority's goals and needs.

Community Development Advisory Committee (CDAC) - The CDAC, a citizen committee appointed by the Mayor and City Council to oversee the annual grant application process, provides valuable citizen participation in the CDBG, ESG and HOME funding process. The CDAC conducts public hearings, reviews funding requests, and makes recommendations to the Council on resource allocation. Their dedicated efforts ensure that community needs are identified, carefully considered, and properly addressed.

Glendale University - Glendale University is an innovative program, which allows citizens to become more familiar with local municipal government. Staff members

present classes from all City departments. Citizens learn about local policies and procedures related to city services such as budgeting, neighborhood revitalization, community policing, planning, decision-making and all topics related to the operation of a municipal government.

Intergovernmental Coordination - Glendale coordinates CDBG and HOME funded public improvement projects with numerous City departments. Projects are coordinated through MOU agreements with departments such as Engineering, Public Safety, Parks and Recreation, Neighborhood and Human Services, Community Action Program and Building Safety.

Maricopa County HOME Consortium - One of the greatest coordinated efforts to enhance community development and provide affordable housing is the Maricopa HOME Consortium. All Consortium members are entitlement jurisdictions receiving CDBG and HOME funds. The efforts of the HOME Consortium (the cities of Avondale, Chandler, Glendale, Peoria, Scottsdale, Surprise, Tempe, Maricopa County and the Town of Gilbert), have been combined to produce coordinated projects on a regional scale. Project coordination has also extended into other areas of intergovernmental cooperation at the federal, state and local levels with substantial interaction occurring between the HOME Consortium and designated Community Housing Development Organizations (CHDO's) and non-profit subrecipients.

Neighborhood Assistance Team (NAT) - Glendale created the NAT in order to improve intergovernmental communication and coordination in the delivery of neighborhood-related goods and services. The team is comprised of representatives from all City departments having an involvement with neighborhood revitalization programs and projects. The team meets usually monthly, exchanges information on city activities, coordinates activities, presents ideas and trains participants on community involvement. It has developed the Geographic Information System (GIS) based Neighborhood Information System, made up of 40 individual indicators for use by residents and city staff. The next phase will have members of the NAT team evolving to a working group to work on solutions and strategic plan where needed.

Glendale Police Community Action Teams - The Community Action Teams (CAT) were created in 1994. Currently there are several CATs that consist of one police officer and one civilian crime prevention specialist. These teams serve as problem solvers that utilize team building and community resources to solve neighborhood and business problems.

Monitoring

1. Describe actions that will take place during the next year to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

Third Program Year Action Plan Monitoring response:

The City will continue to employ the following actions during FY 2012-13 to monitor its housing and community development projects to ensure long-term compliance with program requirement and comprehensive planning requirements:

GRANTEE COMPLIANCE/MONITORING PLAN:

Consolidated Annual Performance and Evaluation Report (CAPER)

Each fiscal year the City prepares a Consolidated Annual Performance and Evaluation Report (CAPER) to illustrate how the city utilized CDBG, ESG, HOME, and other available resources during a particular fiscal year. In addition, the CAPER assesses actual program accomplishments and compares them to the goals and objectives identified in the City's Annual Action Plan and in the Five-Year Consolidated Plan.

IDIS Reporting

Program accomplishments are reported to HUD via IDIS in an acceptable manner.

SUBRECIPIENT COMPLIANCE/MONITORING PLAN:

Subrecipient Orientation

During the grant application process, subrecipients attend an orientation seminar designed to provide technical assistance in developing successful grant application. In addition, regulatory requirements of the CDBG, ESG and HOME program are discussed at this orientation seminar.

Application Preparation and Compliance Mini-Workshops

Technical assistance is also provided in the form of mini-workshops. Mini-Workshop topics may include application preparation, CDBG, ESG and HOME program regulatory requirements, timely disbursement of federal funding, projects readiness, and identification of appropriate funding sources for specific projects, compliance with federal regulations, and other program related issues.

Subrecipient Pre-Award Screening

Prior to the award of funds, all subrecipients receive a pre-contract review to assess the capacity of the agency's administrative and fiscal management systems to successfully complete the proposed activities. This requirement pertains to subrecipients, whether they are involved in a general competitive application process, or in a more selective request for proposal process.

Post-Award Monitoring

After funding approval, subrecipients are required to attend a Grant Administration workshop that is designed to cover the necessary reporting, reimbursement requirements and performance measurement requirements.

Ongoing, informal "desktop" monitoring and technical assistance is provided on a continual basis as monthly billings are reviewed and processed.

On-site monitoring visits are conducted on an annual basis beginning with a risk assessment of all grant funded projects and subrecipients contracts. During FY 2012-13, the division's goal is to conduct approximately ten (10) formal desktop or on-site monitoring visits, which may result in findings, concerns, or suggestions. The agencies will be given an opportunity to correct any findings. The need for follow-up will be considered in the risk assessment for the next year and corrections to prior year findings will be specifically included in the subsequent monitoring. The City will utilize the Maricopa HOME Consortium monitoring tool and it will be modified accordingly to reflect the relationship with the city's subrecipients.

It is in the city's best interest that our subrecipients administer their programs as efficiently, as possible. To assist our partners, additional on-site technical visits may be performed to provide suggestions and guidance.

Public facility and infrastructure projects with overlay statutory requirements such as Davis-Bacon, Uniform Relocation Act, Environmental Review, etc., will be implemented, administered and monitored for compliance with the appropriate statutes and regulations.

Projects administered by City departments are subject to be review by external auditors.

Lead-based Paint

1. Describe the actions that will take place during the next year to evaluate and reduce the number of housing units containing lead-based paint hazards in order to increase the inventory of lead-safe housing available to extremely low-income, low-income, and moderate-income families, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

Third Program Year Action Plan Lead-based Paint response:

During FY 2012-13, the City will continue to test homes constructed prior 1978 for lead-based paint compliance with 24 CFR part 35, at the time households seeks for assistance in the City's Roof Repair/Replacement, Residential Rehabilitation, and Exterior Improvement Programs.

In Exhibit VII, Geographic Area Maps are illustrations of high-risk and lead-based paint hazards by census tract.

HOUSING

Specific Housing Objectives

*Please also refer to the Housing Needs Table in the Needs.xls workbook.

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve during the next year.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by this Action Plan.

Third Program Year Action Plan Specific Objectives response:

The following charts illustrate the housing activities that will involve some specific participation by the City in their implementation.

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)

| CDBG FY 2012-13 FUNDING ALLOCATIONS FOR REHABILITATION-RELATED ACTIVITIES | | | | |
|---|---|------------------------|-----------------|--------------|
| AGENCY | ACTIVITY NAME | PRIORITY NEED | AAP GOALS | CDBG FUNDING |
| City – Community Revitalization Division | <u>Residential Rehabilitation Program</u> | Owner Occupied Housing | 7 Housing Units | 541,704 |

| | | | | |
|--|---|--|------------------|--|
| | <u>Roof Repair/Replacement Program</u> | | 18 Housing Units | |
| | <u>Exterior Rehabilitation Program</u> | | 14 Housing Units | |
| | <u>Lead-Based Paint Hazard Program</u> | | 11 Housing Units | |
| | <u>Temporary Relocation Program</u> | | 5 Housing Units | |
| | <u>Rehabilitation Delivery Costs</u> | | | |
| | <u>Voluntary Demolition Low/Mod</u> | | 2 Housing Units | |
| | <u>Slum/Blight Voluntary Spot Slum/Blight</u> | | 4 Housing Units | |

| CDBG FY 2012-13 FUNDING ALLOCATIONS FOR HOUSING ACTIVITIES | | | | |
|---|---|------------------------------|-------------------|---------------------|
| AGENCY | ACTIVITY NAME | PRIORITY NEED | AAP GOALS | CDBG FUNDING |
| Arizona Bridge to Independent Living (ABIL) | Glendale Home Accessibility Program (GHAP) | Persons w/ Disabilities | 10 Housing Units | 44,340 |
| City - Emergency Home Repair Program | City of Glendale | Assist Low Income Residents | 113 Housing Units | 140,000 |
| City - Community Housing Division | Roof Replacement and Repairs for 3 public housing complexes | Upgrade public housing units | 155 Housing Units | 182,000 |

*Includes 140,000 of Reprogrammed Funds

| HOME INVESTMENT PARTNERSHIPS (HOME) PROGRAM | | | | |
|---|---|-----------------------------|------------------|---------------------|
| HOME FY 2012-13 FUNDING ALLOCATIONS HOUSING RELATED ACTIVITIES | | | | |
| AGENCY | ACTIVITY NAME | PRIORITY NEED | AAP GOALS | HOME FUNDING |
| Habitat for Humanity | Infill Acquisition & Renovation | Assist Low Income Residents | 3 Housing Units | 229,390 |
| Newtown Community Development Corporation | Affordable Housing | Assist Low Income Residents | 5 Households | 101,756 |
| City - Community Revitalization | Residential Rehab Activities & Replacement Housing Programs | Assist Low Income Residents | 5 Households | 125,000 |

Available resources - To achieve the goals and objectives identified above, the City will use a combination of federal, state, and county and City funds.

Federal funds – Federal assistance will largely consist of funds the housing authority will receive for Section 8 vouchers, certificates and public housing, the Community Development Block Grant (CDBG) program, the HOME Investment Partnerships Program (HOME), and the Emergency Shelter Grants (ESG) program. The housing authority funds will be used to assist the City's lowest income households with rental assistance. CDBG funds will be used for a combination of activities to provide services to special needs populations, rehabilitate housing and provide down payment assistance to low- and moderate-income populations and provide community development improvements in targeted redevelopment (low- and moderate-income) areas. HOME funds will be used for single family property acquisition and rehabilitation and site improvements for single family affordable housing. ESG funds will be used for emergency assistance for households at-risk of homelessness and for shelter and transitional housing operations.

State funds – The city will utilize funds from the state Low-Income Home Energy Assistance Program (LIHEAP), to assist low-income households with water bills, deposits and replacement of evaporative coolers. The City's Community Action Program (CAP) expects to receive funding under federal self-sufficiency programs

County funds –The city receives HOME funds through Maricopa County Consortium.

City funds – The city expects to dedicate approximately \$2.6 million to fund internal housing and community development activities related to public housing provision, code compliance, and neighborhood revitalization, housing revitalization and self-sufficiency programs. In addition, the city provides over \$100,138 of General Fund monies for emergency shelter operations, homeless prevention activities and food services through the "Home Delivered Meals Program".

Private funds – The city expects to receive a variety of private funds to leverage for housing and community development activities. These range from donations on behalf of Glendale residents (through utility bill contributions), public housing unit rental revenue, HOME matching funds, and private donor contributions.

A section detailing the specific dollar amounts of each of these resources appears in Exhibit IV, Resources for FY 2012-13.

Needs of Public Housing

1. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake during the next year to encourage public housing residents to become more involved in management and participate in homeownership.
2. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation during the next year.

Third Program Year Action Plan Public Housing Strategy response:

The City through the Community Housing Division administers 155 public housing units and 1054 Section 8 vouchers/certificates. The Community Housing Division has been designated a "High Performer" by HUD. Its primary goal for the coming year will be to continue to assist families with safe, sanitary and decent housing through both housing assistance programs.

The Glendale Community Housing Division did not receive any Resident Opportunities and Self-Sufficiency (ROSS) or any Family Self-Sufficiency grant funding.

In FY 2012-13, the City will allocate \$182,000 of CDBG funding to provide roof replacement and repairs at the Cholla Vista public housing complexes.

Barriers to Affordable Housing

1. Describe the actions that will take place during the next year to remove barriers to affordable housing.

Third Program Year Action Plan Barriers to Affordable Housing response:

The City mitigates the barriers to affordable housing development through funding land purchases and/or financing for affordable housing, funding for accessibility improvements, employment programs to raise incomes, and educational and outreach activities related to affordable housing. Members of the City Council have a commitment to providing safe, sanitary and decent housing to Glendale residents and work to reduce City barriers to affordable housing development.

HOME 91.220(I)(1)

1. Describe other forms of investment. (See Section 92.205)
If grantee (PJ) plans to use HOME funds for homebuyers, did they state the guidelines of resale or recapture, as required in 92.254.
2. If grantee (PJ) plans to use HOME funds to refinance existing debt secured by multifamily housing that is being rehabilitated with HOME funds, state its refinancing guidelines required under 24 CFR 92.206(b).
3. Resale Provisions -- For homeownership activities, describe its resale or recapture guidelines that ensure the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4).
4. HOME Tenant-Based Rental Assistance -- Describe the local market conditions that led to the use of a HOME funds for tenant based rental assistance program.

If the tenant based rental assistance program is targeted to or provides a preference for a special needs group, that group must be identified in the Consolidated Plan as having an unmet need and show the preference is needed to narrow the gap in benefits and services received by this population.

5. If a participating jurisdiction intends to use forms of investment other than those described in 24 CFR 92.205(b), describe these forms of investment.

6. Describe the policy and procedures it will follow to affirmatively market housing containing five or more HOME-assisted units.
7. Describe actions taken to establish and oversee a minority outreach program within its jurisdiction to ensure inclusion, to the maximum extent possible, of minority and women, and entities owned by minorities and women, including without limitation, real estate firms, construction firms, appraisal firms, management firms, financial institutions, investment banking firms, underwriters, accountants, and providers of legal services, in all contracts, entered into by the participating jurisdiction with such persons or entities, public and private, in order to facilitate the activities of the participating jurisdiction to provide affordable housing under the HOME program or any other Federal housing law applicable to such jurisdiction.
8. If a jurisdiction intends to use HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds, state its financing guidelines required under 24 CFR 92.206(b).

Third Program Year Action Plan HOME response:

1. The City has received federal funds through the Maricopa HOME Consortium of which Glendale is a member. In addition to the eligible activities described in §92.205; the city uses a portion of the HOME funds to cover applicable administration costs to run the program. The city has two homebuyer programs which are funded with HOME funds. The city provides direct subsidy to two non profit partners Habitat for Humanity Central Arizona and Newtown CDC. The assistance is in the form of a grant to both non profits to fund the acquisition and rehabilitation of property to be sold to low income qualified purchasers. The Long Term affordability requirement for the HOME funds is met with resale since the homebuyer receives no other assistance such as down payment or closing costs.
2. The City does not currently refinance existing debt for any Multifamily Housing Projects.
3. It is the policy of the Consortium to allow the member to decide its own Resale/Recapture policy. The City also reserves the right to apply the provisions based on the design of the specific program. The recapture provision will be utilized in all programs, except that the resale provision will apply to programs that are based on a community land trust model, have sweat equity, or a volunteer requirement as part of their qualifying criteria. The City can contractually have either the resale or recapture provision under the same funding program. Specifically this standard will be applied to non-profit applicants, for profit, or internal programs, based on the above criteria, along with the amount of HOME dollars invested and the period of affordability. The terms are described in a Promissory Note and enforced with a Deed of Trust as well as, where appropriate, a Deed of Restriction, based on the HOME period of affordability. These documents are signed by the homebuyer during the loan closing and are recorded. Based on the program, the loan may be deferred, recoverable deferred, or principal balance, and may also include pay back or principal reduction. The assistance is generally in the form of a loan with portions of the loan becoming due upon sale of the property, or when the residence is no longer the primary residence of the homeowner, or

forgiven once the period of affordability ends. Upon the death of the homeowner, the homeowner's beneficiary can also assume the loan as long as the beneficiary resides in the residence and meets income requirements. This policy is consistent with HUD regulation 24 CFR 92.254. All income received from any HOME funded activities during the affordability period requirements will be program income, and subject to the program income requirements set forth in HOME Program regulations.

4. The City does not provide funding for HOME Tenant-Based Rental Assistance.
5. The City only provides direct subsidy assistance to non profits for the development of affordable housing with the HOME funds received.
6. The City does not have any project with five or more HOME assisted units.
7. The City has established a Minority and Women Owned Business Policy. The majority of the contractors participating in the program are minority owned businesses.
8. The City does not intend to use HOME funds to refinance existing debit secured by multifamily housing projects.

HOMELESS

Specific Homeless Prevention Elements

*Please also refer to the Homeless Needs Table in the Needs.xls workbook.
Sources of Funds—Identify the private and public resources that the jurisdiction expects to receive during the next year to address homeless needs and to prevent homelessness. These include the McKinney-Vento Homeless Assistance Act programs, other special federal, state and local and private funds targeted to homeless individuals and families with children, especially the chronically homeless, the HUD formula programs, and any publicly-owned land or property. Please describe, briefly, the jurisdiction's plan for the investment and use of funds directed toward homelessness.

1. Homelessness—In a narrative, describe how the action plan will address the specific objectives of the Strategic Plan and, ultimately, the priority needs identified. Please also identify potential obstacles to completing these action steps.
2. Chronic homelessness—The jurisdiction must describe the specific planned action steps it will take over the next year aimed at eliminating chronic homelessness by 2012. Again, please identify barriers to achieving this.
3. Homelessness Prevention—The jurisdiction must describe its planned action steps over the next year to address the individual and families with children at imminent risk of becoming homeless.

4. Discharge Coordination Policy—Explain planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how, in the coming year, the community will move toward such a policy.

Third Program Year Action Plan Special Needs response:

The primary sources of funding the City will have available for programs that assist the homeless are CDBG, ESG, City General Funds, and Continuum of Care grants though participation in the Maricopa County Continuum of Care process. In FY 2012-13 the City will allocate \$122,945 of CDBG funding, \$156,852 of ESG, and \$51,638 of City General Funds toward programs to assist persons who are homeless or who are at imminent risk of homelessness. Together, these funds are expected to benefit an estimated 5,042 individuals. These funds will be used for transitional housing support, emergency assistance, counseling, and job skills development.

The following charts illustrate the activities to meet homeless needs that will involve some specific participation by the City in their implementation.

| CDBG FY 2012-13 FUNDING ALLOCATIONS FOR PUBLIC SERVICES ACTIVITIES | | | | | |
|---|-----------------------------------|------------------------------|-----------|-------------|--------------|
| AGENCY | ACTIVITY NAME | PRIORITY NEED | AAP GOALS | | CDBG FUNDING |
| Homeless | | | | | \$122,945 |
| Central Arizona Shelter Services (CASS) | Men’s Outreach Shelter | Homeless | 570 | Individuals | 20,719 |
| Society of St. Vincent de Paul, OLPH | Keeping Families Together Program | Homeless | 63 | Individuals | 50,422 |
| Circle of the City | Respite Care Center | Homeless | 150 | Individuals | 10,360 |
| A New Leaf | Faith House Emergency Shelter | Homeless & Domestic Violence | 10 | Individuals | 20,719 |
| Chrysalis | Victim Services | Domestic Violence | 50 | Individuals | 10,360 |
| Community Information and Referral | CONTACS Shelter Hotline | Domestic Violence | 2806 | Individuals | 10,365 |

| ESG FY 2012-13 FUNDING ALLOCATIONS HOMELESS ASSISTANCE ACTIVITIES | | | | | |
|--|--|-------------------------------------|-----------|-------------|-------------|
| | | | | | \$156,852 |
| AGENCY | ACTIVITY NAME | PRIORITY NEED | AAP GOALS | | ESG FUNDING |
| A New Leaf | Faith House Emergency Shelter Operations | Homeless/ Operational Shelter Costs | 22 | Individuals | 32,642 |
| Central Arizona Shelter Services (CASS) | Adults Emergency Shelter Services | Homeless/ Operational Shelter Costs | 730 | Individuals | 32,642 |
| Homeward Bound | T-Bird Family Shelter Operations | Homeless/ Operational Shelter Costs | 32 | Individuals | 20,316 |

| | | | | | |
|----------------------------|--------------------------------|-------------------------------------|----|-------------|--------|
| UMOM New Day Centers, Inc. | Emergency Shelter for Families | Homeless/ Operational Shelter Costs | 80 | Individuals | 18,896 |
| City CAP | Homeless Prevention | Homeless | 23 | Individuals | 26,178 |
| City CAP | Rapid Re-housing | Homeless | 11 | Individuals | 26,178 |

| GENERAL FUND FY 2012-13 FUNDING ALLOCATIONS HOMELESS ASSISTANCE ACTIVITIES | | | | | |
|---|---|----------------------|------------------|-------------|-------------------|
| | | | | | \$51,638 |
| AGENCY | ACTIVITY NAME | PRIORITY NEED | AAP GOALS | | GF FUNDING |
| Central Arizona Shelter Services, Inc. (CASS) | Single Adult Emergency Shelter Operations | Homeless | 610 | Individuals | \$51,638 |

ESG 91.220(I)(4)

- 1 Identify the written standards for providing ESG assistance in accordance with 24 CFR 576.400(e)(1) and (e)(3).
- 2 If the Continuum of Care for the jurisdiction's area has established a centralized or coordinated assessment system that meets HUD requirements, describe the centralized or coordinated assessment system and the requirements for using the system, including the exception for victim service providers, as set forth under 24 CFR 576.400(d)
- 3 Identify the process for making awards and how the jurisdiction intends to make its allocation available to nonprofit organizations, and in the case of urban counties, funding to participating units of local government.
- 4 If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), specify the plan for reaching out to and consulting with homeless or formerly homeless individuals in considering and making policies and decisions regarding any facilities or services that receive funding under ESG.
- 5 Describe the performance standards for evaluating ESG activities.
- 6 Describe the consultation with each Continuum of Care that serves the jurisdiction in determining how to allocate ESG funds, develop performance standards, evaluate outcomes of activities assisted by ESG funds, and develop funding policies, and procedures for the administration and operation HMIS.

Third Program Year Action Plan ESG response:

1. Per 24 CFR 576.401, the City's CAP Office must conduct an initial evaluation to determine the eligibility of each individual or family for ESG assistance and the amount and types of assistance the individual or family needs to regain stability in permanent housing. These evaluations must be conducted in accordance with the centralized or coordinated assessment requirements set forth under §576.400(d) and the written standards established under §576.400(e).

Therefore, the City CAP Office, will evaluate the program participant's eligibility and type of assistance during the intake application for households receiving Homeless Prevention and Rapid Re-housing assistance. When determining the annual income of an individual or family, the City CAP Office will use the HUD standard for calculating annual income, not to exceed 30% of median family

income for the area. Documentation will be maintained by the Glendale CAP Office to show the participant lacks sufficient resources and support networks to retain housing without ESG assistance.

Under Rapid Re-housing, any changes in program participant's income or household composition that affects the need for assistance the Glendale CAP Office will re-evaluate the participant's eligibility; amount and type of assistance according to the program participants needs.

Glendale CAP Office will assist each program participant, as needed, to obtain appropriate supportive services. These include assistance in obtaining permanent housing, medical and mental health treatment, counseling, and other services essential for achieving independent living, housing stability case management. Other Federal, State, local and private assistance available to assist the program participant in obtaining housing stability includes, but is not limited to:

- CAP-Low Income Home Energy Assistance Program (LIHEAP)
- State Unemployment Insurance Program
- Social Security Disability Insurance & Supplemental Security Income
- Arizona Health Care Cost Containment System (AHCCCS)
- Supplemental Nutrition Assistance Program (SNAP)
- Women, Infants and Children Program (WIC)
- Child and Adult Care Food Programs (Supplement USDA & Emergency Food)
- Any other assistance available for which they may qualify

2. Human Management Information System (HMIS) collects information from initial client consultation to the completion of the process within the program. However at this time there is not a centralized or coordinated assessment system. The Maricopa CoC is currently working on developing a centralized assessment system

3. An integral part of the development of the Five-Year Con-Plan and the AAP is public citizen participation. This public participation planning process provides citizens with numerous opportunities to participate throughout various phases of the development of these two planning documents. Public hearings and public meetings were conducted before the Community Development Advisory Committee (CDAC), to gather input from citizens, community agencies, and from City departments. The CDAC, a citizen committee appointed by the Mayor and City Council to oversee the annual grant application process, provides valuable citizen participation in the CDBG, ESG and HOME funding process. The CDAC conducts public hearings and meetings, reviews funding requests, and makes recommendations to the Council on resource allocation. The dedicated efforts of the CDAC ensure that community needs are identified, carefully considered, and are properly addressed.

4. The City plans to utilize regional efforts in conjunction with the State of Arizona and the Maricopa Association of Governments (MAG) committee on homelessness, part of the Continuum of Care (CoC), to ensure homeless participation in our processes. This type of regional collaborative effort has proven successful as demonstrated by the Annual Homeless Count. The purpose of this plan is to gather the most current and accurate information available in an effort to design and implement necessary housing and social service assistance to bring homeless persons back into our workforce, schools, faith-based institutions, and other community institutions as well as provide the means for them to become stable, productive contributors to our communities.

The City will also be participating with the MAG CoC committee on homelessness and the Glendale CAP Office in the development of a homeless survey to ensure homeless participation. The survey will be conducted on the streets and through our non-profits partners to help meet requirements for planning, developing strategies for specific needs of homeless families and individuals that will focus on:

- Understanding the nature and extent of the current trends in homelessness in the City of Glendale;
- Responding to the unmet needs and gaps in services for homeless individuals and families in the City of Glendale; and
- Developing local community and countywide strategies to meet the goal of ending homelessness over the coming years

The City's challenge is to continue developing and implementing a well-coordinated, outcome driven social service system designed to directly meet the needs of our local homeless population.

5. The City has consulted and will continue to consult with CoC regarding the performance standards for activities funded under ESG to discuss the best method to capture data utilizing the Human Management Information System (HMIS). Some general performance standards that will be used are: the unduplicated number of persons or household prevented from becoming homeless; the unduplicated number of persons or households assisted from emergency shelters into permanent housing; and the timely distribution of funds. As the program progresses additional performance standards will be developed based on the needs of the community and regulatory guidance. The performance standards will be reported quarterly in electronic special needs assistance programs (e-snaps) reporting and the Consolidated Annual Evaluation Report (CAPER). All outcomes will be reviewed and measured for effectiveness. These performance standards will be used to evaluate the effectiveness of the Glendale CAP Office use of ESG funds.

6. The City consulted with the Continuum of Care (CoC) to discuss the best method to allocate funding to non-profit agencies. Since the City has met the 60% threshold for emergency shelter activities and street outreach, the city will only focus on homelessness prevention and rapid re-housing activities. Based upon their capacity and prior experience with Homeless Prevention and Rapid Re-housing Program (HPRP), the city and CoC agreed that the City's Community Action Program (CAP) Office would provide the required experience and expertise to expedite initial program set-up and should receive the additional ESG funding.

COMMUNITY DEVELOPMENT

Community Development

*Please also refer to the Community Development Table in the Needs.xls workbook.

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), public facilities, public improvements, public services and economic development.
2. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.
*Note: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

Third Program Year Action Plan Community Development response:

Please see the Community Development Needs table that appears in the last section of the CITY Five-Year Consolidated Plan. Because the table is limited in its ability to link the City's Strategic Plan and Action Plan specific objectives and outcomes, a separate table appears in Exhibit V, Fiscal Year 2012-13 Annual Action Plan Summary, July 1, 2012 – June 30, 2013; OBJECTIVES AND OUTCOMES which better demonstrates how the City will achieve its goals.

City of Glendale Five-Year Community Development Goals and Objectives

Strategy 1. Improve and maintain the City's neighborhoods.

- Rehabilitate single family properties owned by special needs and low- and moderate-income households.
- Improve qualifying neighborhoods through infrastructure improvements such as streetscaping, traffic calming, streetlights, landscaping and similar activities
- Facilitate the development of infill housing and encourage mixed-income opportunities.
- Facilitate the demolition and/or clearance of substandard structures that will allow for future development benefiting low- to moderate-income households.
- Facilitate commercial revitalization and adaptive reuse of commercial properties, with a potential for a mixed-income housing component.

Strategy 2. Provide housing assistance and supportive services to the City's special needs populations.

- Provide supportive services to at-risk youth and youth who have been abused and neglected, including health care and juvenile offender programs.
- Assist with operational and capital expenses of non-profit organizations serving persons with special needs.
- Support referral and informational services that provide information to persons with special needs and low- to moderate-income households.

Strategy 3. Increase employment opportunities/business development for the City's eligible residents.

- Partner with existing non-profits for capacity building, technical assistance (i.e., public-non-profit partnership models) and assisting with facility planning.
- Support workforce development by partnering with non-profit providers of affordable, quality childcare/adult day care.
- Partner with economic development non-profits to promote job skills development and training for unemployed and underemployed qualifying residents; and explore micro enterprise assistance.
- Partner with existing agencies to create employment opportunities for low- and moderate-income individuals by facilitating commercial revitalization and adaptive reuse of commercial properties

Available resources - To achieve the goals and objectives identified above, the city will use a combination of federal, state, county and City funds.

A section detailing the specific dollar amounts of each of these resources appears in Exhibit IV, Resources for FY 2012-13.

Antipoverty Strategy

1. Describe the actions that will take place during the next year to reduce the number of poverty level families.

Third Program Year Action Plan Antipoverty Strategy response:

The City is committed to providing its lowest income residents with quality housing and neighborhoods, in addition to helping these residents move out of poverty and become self-sufficient. The City's numerous housing and community development programs are targeted to improving the housing and neighborhood conditions of low-income residents. In addition, the city funds activities directly related to reducing poverty by providing employment training and skills development, emergency assistance, self-sufficiency programs, youth programs - including those that target youth who are at-risk of poverty to help them make the right choices for their futures - and supportive services. During FY 2012-13, the city will provide funding to the following organizations as part of its anti-poverty efforts:

- Boys and Girls Club of Metropolitan Phoenix (BGCMP) – After school program for at-risk youth and funding to assist in the development of a new boys and girls clubhouse.
- Community Information and Referral – Referral service for social services, including employment-related needs.

The City works closely with the Community Housing Division, developers of affordable housing in the city, providers of supportive services, and Maricopa County jurisdictions to ensure that funds are used efficiently and are well-targeted to poverty reduction efforts.

NON-HOMELESS SPECIAL NEEDS HOUSING

Non-homeless Special Needs (91.220 (c) and (e))

*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve for the period covered by the Action Plan.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by this Action Plan.

Third Program Year Action Plan Specific Objectives response:

The following chart illustrates the Non-homeless Special Needs activities that will involve some specific participation by the City in their implementation.

| CDBG FY 2012-13 FUNDING ALLOCATIONS FOR <i>PUBLIC SERVICES ACTIVITIES</i> | | | | | |
|---|--|----------------------------------|-----------|-------------|--------------|
| AGENCY | ACTIVITY NAME | PRIORITY NEED | AAP GOALS | | CDBG FUNDING |
| Seniors | | | | | \$91,165 |
| Duet, Partners in Aging | Independence for Seniors Through In-Home Services and Transportation | Seniors & Persons w/Disabilities | 102 | Individuals | 13,468 |
| St. Mary’s Food Bank Alliance | Home Food Delivery | Seniors | 325 | Individuals | 31,079 |
| YWCA of Maricopa County | Congregate Meals Program | Seniors & Persons w/Disabilities | 630 | Individuals | 46,618 |
| Youth | | | | | \$31,075 |
| Back to School Clothing Drive | Provide clothing & supplies to Glendale youth | Youth | 260 | Individuals | 10,356 |
| Boys & Girls Clubs of Metropolitan Phoenix | Swift After-School Program | Youth | 375 | Individuals | 20,719 |
| General Assistance | | | | | \$77,702 |
| Community Information and Referral | 211 Arizona Social Services Information Service | Individuals | 20,412 | Individuals | 15,539 |
| Community Legal Services | Removing Barriers to Access Justice | Individuals | 512 | Individuals | 15,539 |
| St. Mary’s Food Bank Alliance | Emergency Food Program | Homeless | 30,000 | Individuals | 36,259 |
| Community Information and Referral | CONTACTS Shelter Hotline | Domestic Violence | 2,806 | Individuals | 10,365 |

Non-Homeless Special Needs Strategy –

City of Glendale Five-Year Community Development Goals and Objectives

Strategy 2: Provide housing assistance and supportive services to the City's special needs populations

- Provide supportive services to at-risk youth and youth who have been abused and neglected, including health care and juvenile offender programs.
- Provide home and community based services to seniors and persons with disabilities (i.e., respite programs for caregivers, food assistance, and accessibility programs).
- Assist with operational and capital expenses of non-profit organizations serving persons with special needs.

- Support referral and informational services that provide information to persons with special needs and low- to moderate-income households.

Available resources. To achieve the goals and objectives identified above, the City will use a combination of federal, state, county and City funds.

A section detailing the specific dollar amounts of each of these resources appears in Exhibit IV, Resources for FY 2012-13.

Housing Opportunities for People with AIDS

*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. Provide a Brief description of the organization, the area of service, the name of the program contacts, and a broad overview of the range/ type of housing activities to be done during the next year.
2. Report on the actions taken during the year that addressed the special needs of persons who are not homeless but require supportive housing, and assistance for persons who are homeless.
3. Evaluate the progress in meeting its specific objective of providing affordable housing, including a comparison of actual outputs and outcomes to proposed goals and progress made on the other planned actions indicated in the strategic and action plans. The evaluation can address any related program adjustments or future plans.
4. Report on annual HOPWA output goals for the number of households assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. Include any assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.
5. Report on the use of committed leveraging from other public and private resources that helped to address needs identified in the plan.
6. Provide an analysis of the extent to which HOPWA funds were distributed among different categories of housing needs consistent with the geographic distribution plans identified in its approved Consolidated Plan.
7. Describe any barriers (including non-regulatory) encountered, actions in response to barriers, and recommendations for program improvement.
8. Please describe the expected trends facing the community in meeting the needs of persons living with HIV/AIDS and provide additional information regarding the administration of services to people with HIV/AIDS.
9. Please note any evaluations, studies or other assessments that will be conducted on the local HOPWA program during the next year.

Third Program Year Action Plan HOPWA response:

The City does not receive HOPWA funds.

Specific HOPWA Objectives

Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the Action Plan.

Third Program Year Action Plan Specific HOPWA Objectives response:

The city does not receive HOPWA funds.

Other Narrative

Include any Action Plan information that was not covered by a narrative in any other section.